



Received: September 2022 Accepted: December 2022

DOI: <https://doi.org/10.58262/tmj.v11i1.1001>

Effect of perceived service quality dimensions on customer satisfaction in Saudi retail stores: Exploring the moderating role of consumer culture

Dr. Jehad Abdallah Atieh Afaneh¹, Dr. Khaled Mohammed Ahmed Alqasa², Dr. Mohanad Mohammed Sufyan Ghaleb³

Abstract

Consumer happiness is a factor that influences corporate performance and productivity. Retail establishments in Saudi Arabia struggle to please customers. The lack of focus on consumer values is viewed as a hindrance to business development and customer pleasure. This study aims to determine the effect of perceived service quality on customer satisfaction, with consumer culture serving as a moderator. The population of this study consists of Saudi Arabian customers who visit retail outlets, and a Likert scale questionnaire is used to collect data. According to the findings of this study, retail businesses can increase customer satisfaction by influencing consumers' perceptions of service quality. From the perspective of perceived service quality, the research has added a new framework to the existing body of knowledge regarding customer satisfaction. In addition, the practical consequences of this research are crucial for the business development of retail establishments in terms of boosting customer satisfaction procedures based on cultural values. In addition, the study suggests several future options for testing new customer satisfaction relationships in the setting of retail establishments.

Keywords: Customer satisfaction, perceived service quality, retail business, consumer culture, consumer values.

Introduction

Retail establishments arose when firms and multinational chains began to operate globally. The retail marketing strategy alters the typical shopping experience by providing consumers with various services under one roof (Tabash et al., 2019). In retail stores, consumer behavior differs as some are pleased with the availability of multiple product lines while others are not. Any organization's primary objective is to increase consumer pleasure. Indeed, when consumers are adequately satisfied with the services, they can work more efficiently to obtain them (Alzaydi, 2021). The enhancement of the service sector is essential to the productive operation of the business, but retailers must also secure the loyalty of their customers. Large firms face significant obstacles that must be addressed more effectively to ensure the delivery of quality customer service.

¹ Assistant Professor, Department of Management, College of Business Administration, King Faisal University, Al-Ahsa 31982, Saudi Arabia. jafaneh@kfu.edu.sa

² Assistant Professor, Department of Management, College of Business Administration, King Faisal University, Al-Ahsa 31982, Saudi Arabia. kalqasa@kfu.edu.sa
Faculty of Administrative Sciences, University of Aden.

³ Assistant Professor, Department of Management, College of Business Administration, King Faisal University, Al-Ahsa 31982, Saudi Arabia. mghaleb@kfu.edu.sa



As the number of large retail establishments increases and consumers can switch from one business to another, the management of huge corporations has unique issues in every nation (Zia, 2022). Undoubtedly, there are other factors, but Customer happiness is regarded as crucial for leapfrogging. Unquestionably, customer happiness is a prerequisite for any consumer to engage productively with a firm. The only way for consumers who are leapfrogging due to dissatisfaction to avoid all obstacles on the path to satisfaction is to leapfrog (Almohaimmed, 2019). Consumers need satisfactory products and services, which are meant to be enhanced by corporate performance to provide adequate service. When a company exceeds consumer expectations, consumer happiness with that company, in particular, increases (Santa, MacDonald, & Ferrer, 2019).

Kovačević, B. (2019) pointed out a high level of service quality is essential for attracting new customers and keeping existing ones in the retail stores industry. Businesses throughout the world concentrate their efforts on boosting client satisfaction and the quality of their services in order to stay up with the severe competition that exists both locally and internationally. Therefore, businesses that provide higher quality services are able to generate greater levels of client satisfaction, which in turn ensures that these businesses maintain a powerful position in the market (Peng, Z., & Li).

According to Kim, Kim, and Hwang's (2020) study, consumer satisfaction is a crucial aspect that must be addressed sensibly. In addition, the study by Vakulenko et al. (2019) shows that customer loyalty enhances the business's procedures. In addition, Haming et al. (2019) found that consumers are motivated to improve business practices by trustworthy company practices. In the meantime, the research conducted by Narteh (2018) revealed that a consumer's development level could give them a better path to happiness. In addition, Hult et al. (2019) found that the level of client satisfaction must be increased and that suitable services can be established through advanced research. Kumar and Ayodeji's (2021) research determined that consumer happiness can be increased when services are tailored to the consumers' products and services. Moreover, according to Iyer, Davari, and Mukherjee's (2018) research, satisfied customers might create a stronger relationship with the firm if they are appropriately targeted.

Maintaining happy customers is crucial to the success of any business in general and retail store in particular (Maminaiina Aimee, 2019). If consumers have a positive experience with a product, they will buy it again, remain loyal to the retail store brand, and spread the word to others. If consumers aren't satisfied, they'll either switch to a different brand or publicly express their displeasure with the current one. The company's reputation may suffer as a result (Nair, 2013).

Numerous studies in the literature have examined the importance of consumer pleasure to a company from various angles. However, there is a gap in the research since few studies have examined the correlation between perceived service quality and customer happiness. Consequently, this study aims to assess perceived service quality's influence on customer happiness, with consumer culture serving as a moderator. Significantly, the purpose of this study is to provide a new framework to the existing body of knowledge regarding customer satisfaction from the standpoint of perceived service quality. In addition, the practical consequences of this research are crucial for the business development of retail establishments in terms of boosting customer satisfaction procedures based on cultural values. In addition, the study suggests several future options for testing new customer satisfaction relationships in the setting of retail establishments.



Literature Review and Hypotheses Development

According to the research conducted by Vakulenko et al. (2019), when a consumer is dependable, he can become a loyal customer for a long period. In addition, the research conducted by Haming et al. (2019) revealed that consumers' dependability is essential to enhancing their productive relationship with the company. The study by Narteh (2018) also said that companies in the present day are obligated to ensure consumers' satisfaction levels are correctly met, which might provide a better path forward. In addition, Iyer et al. (2018) found that the customers' dependability is essential to their work and that they can improve their performance to raise customer happiness. Moreover, the firms must provide consumers with trustworthy services.

In addition, the research conducted by Hult et al. (2019) concluded that a firm's reaction to consumers is crucial to shaping their perceptions. Similarly, Ying et al. (2021) found that consumers who are content with their jobs are dependable. In addition, Almohaimmeed (2019) stated that reliability could give consumers better working opportunities, contributing to their successful performance. Similarly, Santa et al. (2019) found that organizations' responses to consumers should be trustworthy to influence their attitudes more effectively. In addition, consumer dependability contributes to the advancement of consumer happiness.

In business, empathy is essential for connecting with customers on an emotional level, which is directly related to sales. In the meantime, Alzaydi's study (2021) found that empathy between consumers and businesses is a strategy to satisfy consumers. Moreover, according to Ghali's research from (2021), customer behavior can be favourably or negatively influenced by how firms operate. Al-Otaibi et al. (2018) found that many consumers are attracted to companies because they believe their performance may be enhanced. Beyari and Abareshi (2018) study indicated that firms must address consumers' values. Indeed, the study by Naser Alsaid (2020) revealed that enterprises' empathy and attachment to their clients enhance corporate performance.

The research conducted by Kim et al. (2020) shows that when consumers have adequate knowledge about the functionality of firms, they are satisfied. According to Zia (2022), when consumers receive information on the performance of a business, they enhance their business processes. In addition, Al-Bugami and Mairaj (2020) found that information exchange and the assurance of business practices with services is the most effective strategy to increase client happiness. Moreover, the study by Bahamdain et al. (2022) revealed that implementing acceptable and relevant methods might raise consumer satisfaction.

According to Gull et al. study's from (2022), consumers are always satisfied when business operations align with their attitudes and values. In addition, Alflayyeh (2020) found that consumers are more reasonable and drawn to practical services. Furthermore, Alarifi and Husain's (2023) study revealed that the degree of client satisfaction might increase positively when there are opportunities to enhance the organization's performance. The study by Alqasa and Afaneh (2022) concluded that consumers' services and their level of loyalty are affected by the provision of reasonable assistance. In addition, the research conducted by Ali and Tausif (2018) concluded that the reliability of an organization's operations could be enhanced by attracting consumers.

H1: *There is a positive relationship between reliability and customer satisfaction.*

H2: *There is a positive relationship between responsiveness and customer satisfaction.*

H3: *There is a positive relationship between empathy and customer satisfaction.*

H4: *There is a positive relationship between assurance and customer satisfaction.*

H5: *There is a positive relationship between tangibility and customer satisfaction.*

Kim et al. (2020) found that their culture influences the purchasing behavior of consumers. Indeed, Almohaimmed's (2019) research revealed that consumers come from various cultural backgrounds but must adhere to specific guidelines to improve their cultural performance. In addition, Alqasa and Afaneh's (2022) study showed that customers' cultural preferences could enhance learning and productivity. According to Mahin and Adeinat's (2020) research, companies must consider customer culture while producing products and services for any market. Indeed, consumer culture is a potential means of enhancing the performance of consumers.

In addition, the study by Hult et al. (2019) found that the culture of consumers has a significant impact on their purchasing satisfaction. According to research by Iyer et al. (2018), consumers have distinct cultural values that must be reflected in the products and services. In addition, Ali and Tausif (2018) argue in their research that the cultural associations of consumers might serve as a means of cultural growth. In addition, Alqasa and Afaneh's (2022) research indicated that customers' cultural values should be targeted to ensure long-term loyalty and attraction of consumers. According to Alarifi and Husain's (2023) research, many consumers leapfrog because they lack relevant cultural links and values.

Similarly, Santa et al. (2019) found that consumers' cultural values are crucial to their productive performance, but that they must have a strong attitude. In addition, Alflayyeh (2020) found that customers experience reduced long-term enjoyment and dependability without cultural association. Indeed, Al-Bugami and Salim's (2020) research demonstrates that the cultural linkage of consumers with empathy is the root of their brand loyalty. In the meantime, Gull et al. (2022) found that consumers with cultural associations with various items have a responsible attitude and a desire to enhance things productively. In addition, Bahamdain et al. (2022) found that firms must consider the cultural characteristics of consumer personality while designing products and services.

In addition, Tabash et al. (2019) found that the culture of the consumers has a significant impact on their purchasing behavior and intention. Also, according to Ahmed's research from (2021), without cultural association, mature consumers have little purchase interest. In addition, Ghali's study posits that the cultural associations of customers aid in the selection of items and services for purchase. According to Beyari and Abareshi's (2018) research, consumers' cultural values are their top priority, and without adequate assurance, they lack the rational disposition to labor. Furthermore, Naser Alsaid (2020) indicated that international companies must target the cultural attitudes of consumers.

In the meantime, Kumar and Ayodeji's research reveals that many consumers prefer to conduct business with companies with a physical presence (2021). The study by Vakulenko et al. (2019) found that the volume of transactions with internet businesses varies by culture. According to Zia's (2022) research, many consumers are influenced to purchase from huge companies with a physical presence. According to the study conducted by Al-Otaibi et al. (2018), the tangibility of firms can provide various consumers with a superior purchase strategy. In addition, Haming et al. (2019) found that cultural associations inside businesses can be a better source of working and learning performance.

H6: *There is a moderating impact of consumer culture between reliability and customer satisfaction.*

H7: *There is a moderating impact of consumer culture between responsiveness and customer satisfaction.*

H8: *There is a moderating impact of consumer culture between empathy and customer satisfaction.*

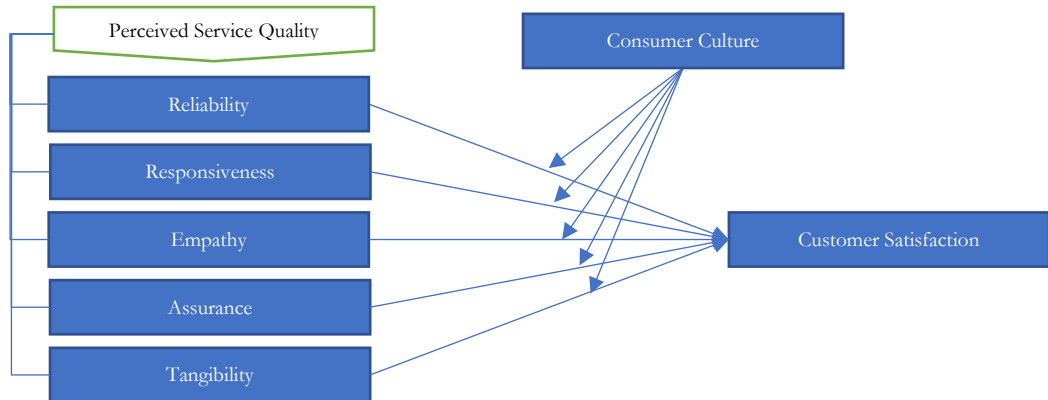
H9: *There is a moderating impact of consumer culture between assurance and customer satisfaction.*

H10: *There is a moderating impact of consumer culture between tangibility and customer satisfaction.*



The research framework is reported in Figure 1, explaining the five dimensions of perceived service quality, the endogenous construct of customer satisfaction, and moderating influence of consumer culture.

Figure 1. The Framework of the Research



Methodology

The research is based on "primary data" because this methodology is utilized in studies on consumer behavior. In this study, a "Likert scale questionnaire" was developed for "data collection." The "measurement items" for each construct are derived from previous research. Five criteria can be used to assess the service's quality: tangibility, dependability, responsiveness, assurance, and empathy. These measurements were taken by Parasuraman et al. (1988). In the study by Slack et al. (2020) and Al-Msallam (2001), four items were used to test tangibility (2014). According to Beneke et al., the study's reliability was tested using five factors (2012). In the study by Charles et al., responsiveness was determined using four items (2021). In addition, confidence and empathy were examined using nine questions from Slack et al. (2020); Alqasa & Afaneh (2022). The dependent variable of this study is customer satisfaction, which is measured using four items borrowed from Slack et al. (2020) and Alotaibi (2001). (2014). In addition, the moderating variable of the study is the consumer's culture, which was examined using four items borrowed from Khare et al. (2019).

The "population" of this study consisted of randomly selected clients of Saudi retail outlets, while the "unit of analysis" is the individual. In this study, 200 questionnaires were distributed using a "simple random sampling" technique for data collection. The respondents were asked to assess the responses based on their conception of customer satisfaction. This study's sample size of "107" is sufficiently large to generalize its findings. In addition, "structural equation modeling" is applied in this research for data analysis and relationship results.

Data Analysis and Findings

This research has used the "structural equation modeling" method is used in this research for findings. This study has tested the "convergent validity" test for findings' "reliability and validity". Furthermore, the "factor loadings > 0.06", "composite reliability > 0.70", and "average variance extracted > 0.70" are checked in this study for "reliability and validity". Also, the "Cronbach alpha > 0.70" is tested for validity. The study has investigated that the appropriate "reliability" values are achieved. The findings of this "convergent validity" are reported in Table 1.

Table 1. Convergent Validity

Variables	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Assurance	Customers are confident in retail store employees' behavior.	0.797	0.892	0.920	0.697
	Customers feel confident in their transactions with retail store employees.	0.754			
	Retail store employees are polite to customers.	0.857			
	Retail store employees have sufficient knowledge to answer customers' questions.	0.888			
Consumer Culture	Traditions should be respected when I buy from a retail stores	0.890	0.945	0.958	0.820
	Social obligations should be respected regardless of the cost	0.917			
	Our values should be respected regardless of the cost	0.924			
	When making a purchase, I always take my customs and beliefs into consideration	0.908			
Customer Satisfaction	The shopping experience provided by retail stores is above my expectations	0.866	0.921	0.941	0.760
	I am happy to shop in retail stores	0.875			
	I will recommend my friends to deal with the retail stores	0.852			
	Based on my overall experience with retail stores, I am delighted	0.890			
Empathy	Retail store employees provide customers with individual attention	0.908	0.940	0.954	0.807
	Retail store operating hours are convenient for customers	0.881			
	Retail store customers receive personalized service from employees	0.919			
	The priority of retail store employees is to satisfy customer needs	0.893			
	Retail store employees understand customers' specific needs	0.891			
Responsiveness	Retail store employees always provide customers with the information requested.	0.924	0.937	0.952	0.799
	Retail store employees always provide prompt service to customers.	0.904			
	Retail store employees are always desiring to assist customers.	0.891			
	Retail store employees are always available to respond to customer inquiries.	0.897			



Variables	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Reliability	Promises given by retail store employees to customers are met within the agreed timeframe.	0.896	0.945	0.958	0.820
	Retail store employees show genuine interest in solving customer problems.	0.904			
	Retail stores provide the right service at all times.	0.909			
	Retail stores provide promised products at all times.	0.889			
	Retail stores provide accurate records of all purchases.	0.870			
Tangibility	Retail stores use modern equipment.	0.902	0.942	0.956	0.812
	The Interior of the retail store is visually appealing.	0.898			
	Retail store employees are neat and well-dressed.	0.928			
	Retail stores are clean, and products are easy to locate.	0.915			

The test of "PLS Algorithm" calculations is also used in finding "discriminant validity". This test determines the "discrimination" between the variables' measurement relationships. The "Heteritrait-Monotrait (HTMT)" method of checking "discriminant validity" is tested in this research. The significant level of "HTMT < 0.90" is achieved by this research. The results are reported in Table 2.

Table 2. Discriminant Validity

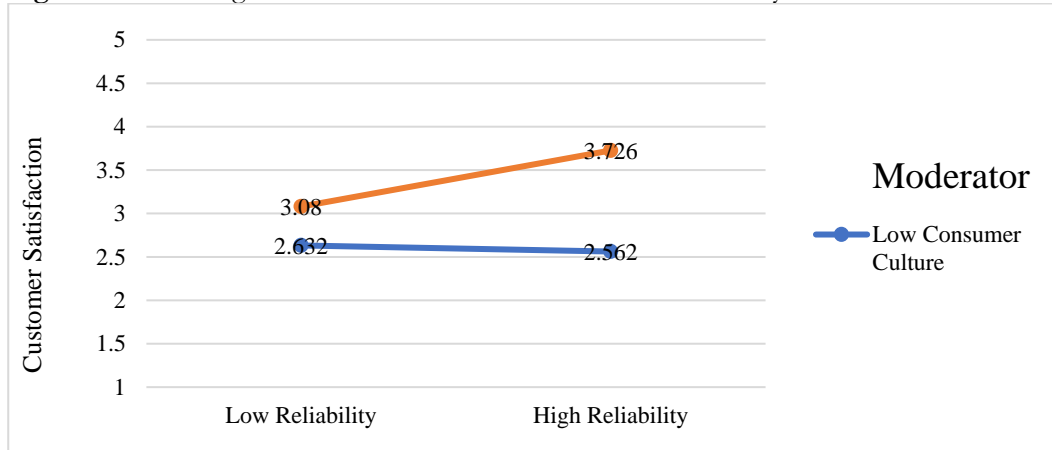
	Assurance	Consumer Culture	Customer Satisfaction	Empathy	Reliability	Responsiveness	Tangibility
Assurance							
Consumer Culture	0.838						
Customer Satisfaction	0.729	0.776					
Empathy	0.682	0.689	0.676				
Reliability	0.678	0.771	0.735	0.776			
Responsiveness	0.607	0.703	0.688	0.686	0.589		
Tangibility	0.589	0.662	0.582	0.678	0.760	0.707	

According to the study hypotheses, the "structural model" results are then utilized to examine the link and impact on constructs. The criterion " $p < 0.005$ " is evaluated to accept relationship findings. According to the results of Hypothesis 1, there is a significant positive association between reliability and customer satisfaction. Moreover, according to the effects of Hypothesis 2, there is a significant positive correlation between responsiveness and customer satisfaction. Thirdly, according to the results of Hypothesis 3, there is a significant positive correlation between empathy and customer satisfaction. In addition, Hypothesis 4 indicated a significant positive association between assurance and customer satisfaction. Moreover, according to the results of Hypothesis 5, there is a considerable positive correlation between tangibility and consumer satisfaction. The results are detailed in Table 3.

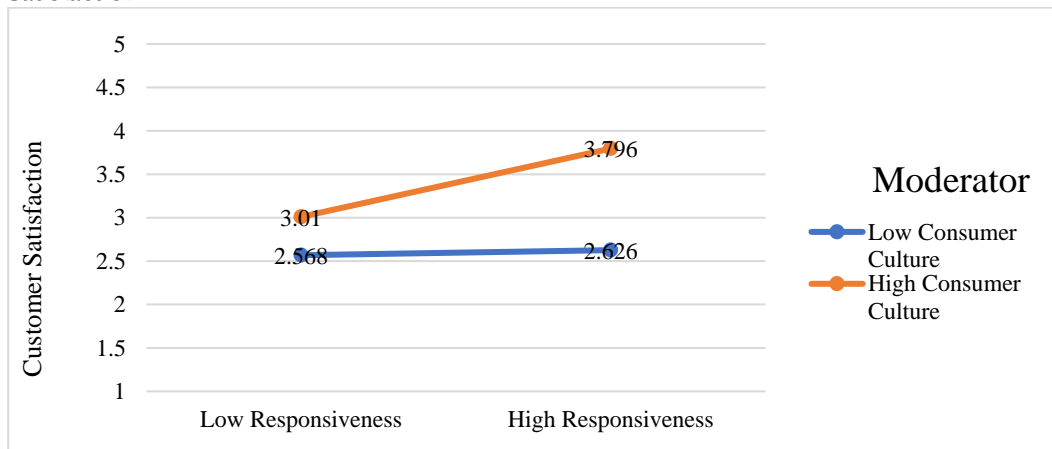
Table 3. Direct Paths

Direct Paths	Original Sample	Standard Deviation	T Statistics	P Values
Reliability -> Customer Satisfaction	0.144	0.028	5.142	0
Responsiveness -> Customer Satisfaction	0.211	0.036	5.861	0
Empathy -> Customer Satisfaction	0.384	0.078	4.923	0
Assurance -> Customer Satisfaction	0.192	0.076	2.544	0.011
Tangibility -> Customer Satisfaction	0.433	0.071	6.137	0

Similarly, the results of Hypothesis 6 indicated that consumer culture significantly moderates the relationship between reliability and customer satisfaction. This moderating relationship is advantageous and increases the connection between reliability and customer pleasure (see Figure 2).

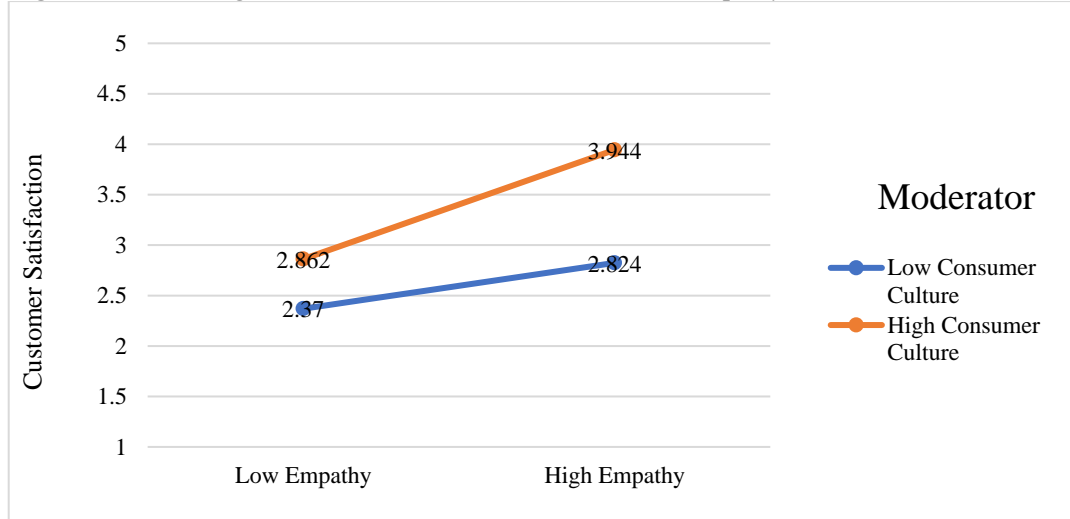
Figure 2. Moderating the Role of Consumer Culture between Reliability and Customer Satisfaction

In addition, the results of Hypothesis 7 indicated that consumer culture significantly moderates the relationship between responsiveness and customer satisfaction. This moderating relationship is beneficial and reinforces the connection between responsiveness and customer satisfaction (see Figure 3).

Figure 3. Moderating the Role of Consumer Culture between Responsiveness and Customer Satisfaction

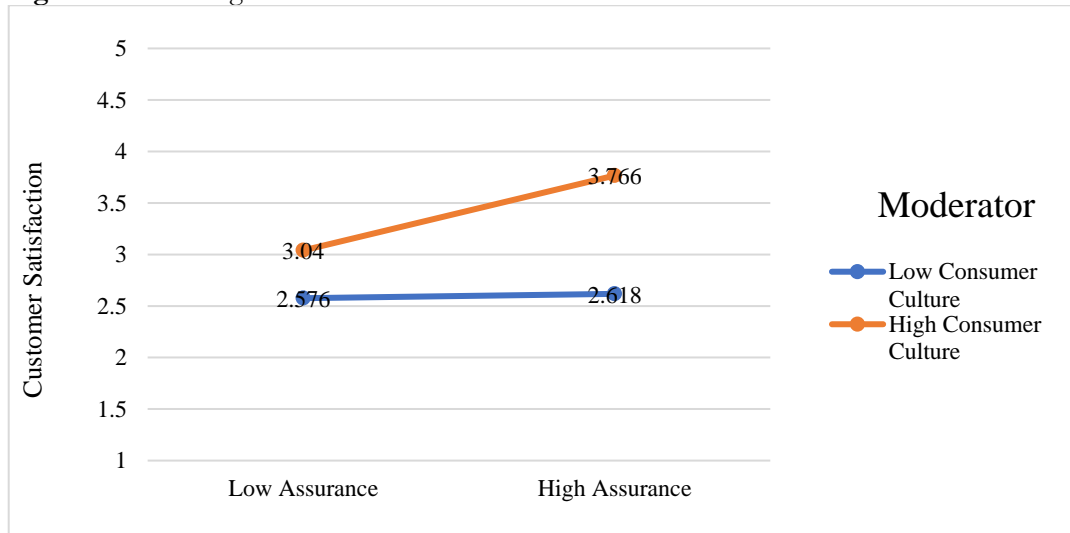
In addition, the results of Hypothesis 8 indicated that consumer culture significantly moderates the relationship between empathy and customer satisfaction. This moderating relationship is beneficial and reinforces the connection between empathy and customer satisfaction (see Figure 4).

Figure 4. Moderating the Role of Consumer Culture between Empathy and Customer Satisfaction

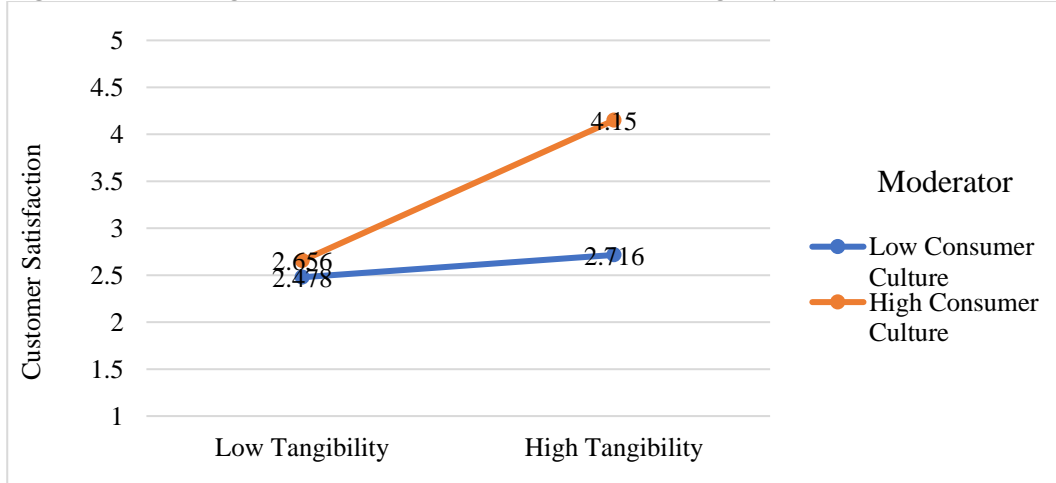


Similarly, the results of Hypothesis 9 indicated that consumer culture significantly moderates the link between assurance and customer satisfaction. This moderating relationship is beneficial and reinforces the connection between assurance and customer satisfaction (see Figure 5).

Figure 5. Moderating the Role of Consumer Culture between Assurance and Customer Satisfaction



Lastly, according to the results of Hypothesis 10, there is a strong positive moderating link between tangibility and customer happiness that is mediated by consumer culture. This moderating relationship is advantageous and increases the connection between tangibility and consumer pleasure (see Figure 6). The results are detailed in Table 4.

Figure 6. Moderating the Role of Consumer Culture between Tangibility and Customer Satisfaction**Table 4.** Moderating Paths

Moderating Paths	Original Sample	Standard Deviation	T Statistics	P Values
Moderating Effect 1 -> Customer Satisfaction	0.179	0.038	4.711	0
Moderating Effect 2 -> Customer Satisfaction	0.182	0.017	10.705	0
Moderating Effect 3 -> Customer Satisfaction	0.157	0.028	5.607	0
Moderating Effect 4 -> Customer Satisfaction	0.171	0.036	4.751	0
Moderating Effect 5 -> Customer Satisfaction	0.314	0.058	5.413	0

Discussion and Conclusion

The research has established that all hypotheses are supported by substantial evidence. The results of "structural equation modeling" are crucial to these findings. According to the effects of Hypothesis 1, there is a significant positive association between reliability and customer satisfaction. The results of this association were evaluated in light of previous research. According to Cleveland and Laroche is (2007) research, a consumer may remain loyal for a very long period provided the services are reliable. In addition, Yaqub et al. (2022) research demonstrate that a company's dependability is essential for fostering a fruitful relationship with consumers. According to Cleveland and Laroche is (2007) study, organizations must ensure that customer satisfaction is accurately measured in the present to give a better future. According to the research conducted by Vakulenko et al. (2019), customers' reliability is vital to their productivity, and they can work more efficiently if they are more satisfied. Also, firms must provide clients with trustworthy services. Thus, the results of Hypothesis 1 are confirmed.

Moreover, according to the results of Hypothesis 2, there is a significant positive correlation between responsiveness and customer satisfaction. The findings of this association were evaluated in light of previous research. Kim et al. (2020) argued that a company's response to customers could substantially affect how they are perceived. Similarly, Haming et al. (2019) discovered that consumers who are satisfied with their work prefer to behave in a trustworthy manner. The study by Narteh (2018) also found that reliability can provide clients with improved employment chances, paving the way for their effective performance.



Similarly, Hult et al. (2019) discovered that their replies must be credible for businesses to change consumers' perceptions effectively. Consequently, their trustworthiness might enable the expansion of consumer satisfaction. Thus, the results of Hypothesis 2 are confirmed.

Thirdly, according to the results of Hypothesis 3, there is a significant positive correlation between empathy and customer satisfaction. The findings of this association were evaluated in light of previous research. In the meantime, Kumar and Ayodeji (2021) research indicates that corporations can satisfy customers by demonstrating empathy. According to Iyer et al. (2018), consumer behavior can be changed positively and negatively by a company's operations. The study by Ying et al. (2021) revealed that many customers are attracted to firms because they believe their performance can be improved.

Additionally, firms must consider the values of their customers. Moreover, one method for enhancing corporate performance is a company's empathy and dedication to the business. Thus, the results of Hypothesis 3 are confirmed.

In addition, Hypothesis 4 indicated a significant positive association between assurance and customer satisfaction. The findings of this association were evaluated in light of previous research. Alzaydi's study demonstrates that customers are satisfied with adequate information about how organizations run (2021). In addition, Zia (2022) asserts that when customers hear about a company's performance, they improve their business practices. In addition, according to Ahmed's study from (2021), the key to increasing consumer happiness is sharing information and assurance of company practices with services. Additionally, acceptable and suitable corporate practices may increase consumer pleasure. The results of H4 are therefore confirmed.

Moreover, according to the results of Hypothesis 5, there is a considerable positive correlation between tangibility and consumer satisfaction. The findings of this association were evaluated in light of previous research. Almohaimmeed (2019) discovered that customers are always satisfied when a company's business practices reflect its principles and philosophy. In addition, Santa et al. (2019) found that consumers are more discerning and inclined to authentic offerings. Additionally, the study by Ghali (2021) demonstrated that when there are opportunities to improve an organization's performance, consumer happiness can increase positively. Al-Otaibi et al. (2018) discovered that when consumers obtain adequate services, it impacts both the quality of their services and their level of brand loyalty. Additionally, attracting clients to organizations will boost their operational dependability. Thus, the results of Hypothesis 5 are confirmed.

Similarly, the results of Hypothesis 6 indicated that consumer culture significantly moderates the relationship between reliability and customer satisfaction. The findings of this association were evaluated in light of previous research. According to Beyari and Abareshi's (2018) study, consumer culture influences how individuals make purchases. Even though consumers come from various cultural backgrounds, Naser Alsaid's (2020) research revealed that they require cultural performance-enhancing norms. According to Al-Bugami and Salim's (2020) research, customers' cultural preferences may enhance their capacity for learning and performance. In addition, Bahamdain et al. (2022) found that firms must consider consumer culture when designing products and services for any market. Moreover, consumer culture may be one method for enhancing consumer performance. The results of H6 are therefore confirmed.

In addition, the results of Hypothesis 7 indicated that consumer culture significantly moderates the relationship between responsiveness and customer satisfaction. The findings of this association were evaluated in light of previous research. In addition, Ghali's (2021) study contributed to the body of research demonstrating that consumer culture substantially impacts

the satisfaction of their purchases. Indeed, Al-Otaibi et al. (2018) discovered that the goods and services must reflect the various cultural values consumers hold. Al-Otaibi et al. (2018) further asserted that the cultural associations of consumers might pave the way for cultural development. The research by Gull et al. (2022) similarly suggested that marketing efforts should focus on appealing to consumers' cultural values to keep their loyalty and interest throughout time. As a result of their lack of cultural links and beliefs, a significant number of customers are indeed leapfrogging. The results of H7 are therefore confirmed.

In addition, the results of Hypothesis 8 indicated that consumer culture significantly moderates the relationship between empathy and customer satisfaction. The findings of this association were evaluated in light of previous research. Similar to how Svensson (2001) discovered that customers' cultural values are essential to their productive performance, they must also possess a robust mindset. In addition, Karim and Chowdhury (2014) discovered that without cultural association, customers' long-term happiness and reliability would be diminished. Alflayyeh (2020) discovered that customers' cultural associations with empathy influence their devotion to anything. According to Alarifi and Husain's (2023) study, consumers with cultural ties to various items have trustworthy attitudes and a willingness to enhance things in beneficial ways. In addition, when designing products and services, businesses must consider the cultural characteristics of consumer personalities. The results of H8 are therefore confirmed.

Similarly, the results of Hypothesis 9 indicated that consumer culture significantly moderates the link between assurance and customer satisfaction. The findings of this association were evaluated in light of previous research. In addition, the study conducted by Yang, Jun, and Peterson (2004) revealed that consumer culture significantly impacts their purchasing intent and behavior. In addition, Mahin and Adeinat (2020) discovered that senior buyers pay no attention to goods that lack cultural links. Ali and Tausif (2018) found that customers' cultural affiliations affect the products and services they choose to purchase. According to the study by Alqasa and Afaneh (2022), the consumer's cultural values are their primary worry, and without the appropriate guarantee, they lack a rational work ethic. In addition, multinational firms must consider the cultural perspectives of their customers. The results of H9 are therefore confirmed.

Lastly, according to the results of Hypothesis 10, there is a solid positive moderating link between tangibility and customer satisfaction that is mediated by consumer culture. According to a survey by Tabash et al., many consumers prefer to do business with enterprises with physical premises (2019). According to the study, the volume of online commercial transactions differs from culture to culture (Nambisan, 2011). According to Ahmed's (2021) research, many clients are influenced to purchase from large, physically present enterprises. According to the research of Ghali (2021), firms' tangible attributes may enhance the purchasing experience for a subset of customers.

Additionally, a company's cultural identity may enhance working and academic success. The findings of this association were evaluated in light of previous research. The results of H10 are therefore confirmed.

Theoretical and Practical Implications

This study expanded our understanding of the relationship between customer satisfaction, consumer perceptions of service quality, and consumer culture. In contrast to previous research and to the best of our knowledge, this study uncovered an essential direct and positive effect of reliability on customer satisfaction. In addition, unlike previous research and to the best of



our knowledge, this study uncovered a significant direct and positive impact of responsiveness on customer satisfaction. Similarly, unlike previous studies and to the best of our knowledge, this study revealed empathy's direct solid and beneficial effect on customer satisfaction. In addition, unlike previous research and to the best of our knowledge, this study uncovered a significant direct and practical influence of assurance on customer satisfaction. In addition, unlike previous studies and to the best of our knowledge, this study presented a considerable direct and positive effect of tangibility on customer satisfaction. Significantly, unlike previous research and to the best of our knowledge, this study revealed a strong moderating and beneficial impact of consumer culture on the relationship between dependability and customer satisfaction. In addition, unlike previous research, and to the best of our knowledge, this study presented a strong moderating and beneficial effect of consumer culture between responsiveness and customer satisfaction. In addition, unlike previous research, and to the best of our knowledge, this study presented a strong moderating and beneficial effect of consumer culture between empathy and customer satisfaction. In addition, unlike previous research and to the best of our knowledge, this study presented a substantial moderating and beneficial effect of consumer culture between assurance and customer satisfaction. In contrast to previous research and the best of our knowledge, this study included a strong moderating and positive effect of consumer culture between tangibility and customer satisfaction.

This research has significant practical implications for Saudi shops seeking to enhance their businesses by focusing on customer pleasure. The survey revealed that Saudi retail businesses need to improve their products' perceived quality to increase client happiness. According to the research, reliability is an essential feature for consumers, and it must be ensured by following their culture to persuade them to purchase. In addition, Saudi Arabian retail businesses are required to improve their reactivity because this element influences consumer purchasing decisions. In addition, the research revealed that the consumers' empathy and values should be taken into account for remarkable performance that can increase the level of consumer happiness and comprehension. In addition, the research revealed that the management of Saudi retail stores should address the assurance of products and quality services to consumers to impact their behavior toward contentment. In addition, this issue must be evaluated productively, and suitable activities must be taken about the tangibility of items to satisfy consumers. Notably, the management of these establishments must take consumer culture into account as a significant component in determining customer satisfaction.

Future Directions

Consequently, the outcomes of this study indicate that retail businesses can increase customer satisfaction by influencing consumers' perceptions of service quality. Significantly, the research has introduced a new framework to the body of information concerning consumer happiness regarding perceived service quality. In addition, the study suggests several future options for testing new customer satisfaction relationships in the setting of retail establishments. Future research must examine the moderating effect of persuasive marketing on perceived service quality and customer satisfaction. In addition, in the future, scientists will be required to examine the moderating effect of sustainable consumption behavior on the relationship between perceived service quality and customer happiness. In the future, researchers must also investigate the moderating effect of green purchasing on the relationship between perceived service quality and customer happiness. Future studies will be necessary to examine the mediating effect of consumer purchasing power on the relationship between perceived service

quality and customer happiness. In the future, academics will need to explore the mediating impact of greenwashing between perceived service quality and customer happiness. These guidelines are essential for scholars to give substantial literature expertise.

Acknowledgement: This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Grant No. 2621]'.

References

- Ahmed, A. (2021). The importance of supply chain management practices in increasing customer satisfaction and customer retention: Evidence from Saudi Arabia. *International Journal of Scientific Research and Management*, 9(3), 2136-2151. <https://doi.org/10.18535/ijprm/v9i03.em04>
- Al-Bugami, M. A., & Mairaj, S. (2020). Measuring extended roles of e-commerce inclusion for the accomplishment of website service quality for customer satisfaction using Webqual model: an empirical study of Saudi Arabian airlines. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 11(7), 11A07E. <https://doi.org/10.14456/ITJEMAST.2020.125>
- Al-Otaibi, S., Aljohani, N. R., Hoque, M. R., & Alotaibi, F. S. (2018). The satisfaction of Saudi customers toward mobile banking in Saudi Arabia and the United Kingdom. *Journal of Global Information Management (JGIM)*, 26(1), 85-103. <http://doi.org/10.4018/JGIM.2018010105>
- Alarifi, A. A., & Husain, K. S. (2023). The influence of Internet banking services quality on e-customers' satisfaction of Saudi banks: comparison study before and during COVID-19. *International Journal of Quality & Reliability Management*, 40(2), 496-516. <https://doi.org/10.1108/IJQRM-06-2021-0168>
- Alflayyeh, S. (2020). The impact of coronavirus (COVID-19) pandemic on retail business in Saudi Arabia: A theoretical review. *European Journal of Molecular & Clinical Medicine*, 7(1), 3547-3554. https://www.ejmcm.com/article_3581_ff2986ef51aa4062fa837c7f0e7f0b0b.pdf
- Ali, A., & Tausif, M. R. (2018). Service quality, customers' satisfaction, and profitability: an empirical study of Saudi Arabian insurance sector. *Investment Management and Financial Innovations*, 15(2), 232-247. [http://dx.doi.org/10.21511/imfi.15\(2\).2018.21](http://dx.doi.org/10.21511/imfi.15(2).2018.21)
- Almohaimmed, B. (2019). Pillars of customer retention: An empirical study on the influence of customer satisfaction, customer loyalty, customer profitability on customer retention. *Serbian Journal of Management*, 14(2), 421-435. <https://doi.org/10.5937/sjm14-15517>
- Alqasa, K. M. A., & Afaneh, J. A. A. (2022). Exploring the Impact of Service Quality Dimensions on Customer Loyalty with a Moderating Role of Customer trust: An Applied Study on the Saudi Commercial Banks in Eastern Province, Saudi Arabia. *International Journal of Operations and Quantitative Management*, 28(1), 82-99. <https://doi.org/10.46970/2022.28.1.5>
- Alzaydi, Z. (2021). The effect of intangible service quality on retailing during the COVID-19 pandemic in Saudi Arabia. *Management Science Letters*, 11(8), 2279-2290. <http://dx.doi.org/10.5267/j.msl.2021.4.001>
- Bahamdain, A., Alharbi, Z. H., Alhammad, M. M., & Alqurashi, T. (2022). Analysis of Logistics Service Quality and Customer Satisfaction during COVID-19 Pandemic in Saudi Arabia. *International Journal of Advanced Computer Science and Applications*, 13(1), 174-180. <https://doi.org/10.14569/IJACSA.2022.0130121>
- Beyari, H., & Abaresi, A. (2018). Consumer Satisfaction In Social Commerce: An Exploration Of Its Antecedents And Consequences. *The Journal of Developing Areas*, 52(2), 55-72. <https://doi.org/10.1353/jda.2018.0022>



- Cleveland, M., & Laroche, M. (2007). Acculturaton to the global consumer culture: Scale development and research paradigm. *Journal of business research*, 60(3), 249-259. <https://doi.org/10.1016/j.jbusres.2006.11.006>
- Ghali, Z. (2021). Motives of customers'e-loyalty towards e-banking services: a study in Saudi Arabia. *Journal of Decision Systems*, 30(2-3), 172-193. <https://doi.org/10.1080/12460125.2020.1870063>
- Gull, H., Saeed, S., Iqbal, S. Z., Bamarouf, Y. A., Alqahtani, M. A., Alabbad, D. A., Saqib, M., Al Qahtani, S. H., & Alamer, A. (2022). An empirical study of mobile commerce and customers security perception in Saudi Arabia. *Electronics*, 11(3), 293. <https://doi.org/10.3390/electronics11030293>
- Haming, M., Murdifin, I., Syaiful, A. Z., & Putra, A. H. P. K. (2019). The application of SERVQUAL distribution in measuring customer satisfaction of retails company. *Journal of Distribution Science*, 17(2), 25-34. <https://doi.org/10.15722/jds.17.2.201902.25>
- Hult, G. T. M., Sharma, P. N., Morgeson III, F. V., & Zhang, Y. (2019). Antecedents and consequences of customer satisfaction: do they differ across online and offline purchases? *Journal of Retailing*, 95(1), 10-23. <https://doi.org/10.1016/j.jretai.2018.10.003>
- Iyer, P., Davari, A., & Mukherjee, A. (2018). Investigating the effectiveness of retailers' mobile applications in determining customer satisfaction and repatronage intentions? A congruency perspective. *Journal of Retailing and Consumer Services*, 44, 235-243. <https://doi.org/10.1016/j.jretconser.2018.07.017>
- Karim, R., & Chowdhury, T. (2014). Customer satisfaction on service quality in private commercial banking sector in Bangladesh. *British Journal of Marketing Studies*, 2(2), 1-11. <http://www.eajournals.org/wp-content/uploads/Custom-Satisfaction-on-Service-Quality-in-Private-Commercial-Banking-Sector-in-Bangladesh.pdf>
- Kim, W., Kim, H., & Hwang, J. (2020). Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty. *Journal of Retailing and Consumer Services*, 53, 101963. <https://doi.org/10.1016/j.jretconser.2019.101963>
- Kumar, V., & Ayodeji, O. G. (2021). E-retail factors for customer activation and retention: An empirical study from Indian e-commerce customers. *Journal of Retailing and Consumer Services*, 59, 102399. <https://doi.org/10.1016/j.jretconser.2020.102399>
- Mahin, M. A., & Adeinat, I. M. (2020). Factors Driving Customer Satisfaction at Shopping Mall Food Courts. *International Business Research*, 13(3), 1-27. <https://doi.org/10.5539/ibr.v13n3p27>
- Maminaiaina Aimee, R. (2019). a Thorough Literature Review of Customer Satisfaction Definition, Factors Affecting Customer Satisfaction and Measuring Customer Satisfaction. *International Journal of Advanced Research*, 7(9), 828–843. <https://doi.org/10.21474/ijar01/9733>
- Nair, S. (2013). Assessing Customer Satisfaction and Brand Awareness of Branded Bread. *IOSR Journal of Business and Management*, 12(2), 13–18. <https://doi.org/10.9790/487x-1221318>
- Nambisan, P. (2011). Information seeking and social support in online health communities: impact on patients' perceived empathy. *Journal of the American Medical Informatics Association*, 18(3), 298-304. <https://doi.org/10.1136/amiajnl-2010-000058>
- Narteh, B. (2018). Service quality and customer satisfaction in Ghanaian retail banks: the moderating role of price. *International Journal of Bank Marketing*, 36(1), 68-88. <https://doi.org/10.1108/IJBM-08-2016-0118>
- Naser Alsaid, K. (2020). Experiential marketing impact on experiential value and customer satisfaction: case of Winter Wonderland amusement park in Saudi Arabia. *Expert journal of marketing*, 8(2), 118-128. <https://marketing.expertjournals.com/23446773-810>
- Peng, Z., & Li, X. (2021). Employee Service Quality and Customer Satisfaction: Applying SERVQUAL in Chinese Banking Context. *ACM International Conference Proceeding Series*, <https://doi.org/10.1145/3469213.3471351>

- Santa, R., MacDonald, J. B., & Ferrer, M. (2019). The role of trust in e-Government effectiveness, operational effectiveness and user satisfaction: Lessons from Saudi Arabia in e-G2B. *Government Information Quarterly*, 36(1), 39-50. <https://doi.org/10.1016/j.giq.2018.10.007>
- Svensson, G. (2001). Perceived trust towards suppliers and customers in supply chains of the Swedish automotive industry. *International Journal of Physical Distribution & Logistics Management*, 31(9), 647-662. <https://doi.org/10.1108/09600030110408152>
- Tabash, M. I., Albugami, M. A., Salim, M., & Akhtar, A. (2019). Service quality dimensions of E-retailing of Islamic banks and its impact on customer satisfaction: An empirical investigation of kingdom of Saudi Arabia. *The Journal of Asian Finance, Economics and Business*, 6(3), 225-234. <https://doi.org/10.13106/jafeb.2019.vol6.no3.225>
- Vakulenko, Y., Shams, P., Hellström, D., & Hjort, K. (2019). Online retail experience and customer satisfaction: the mediating role of last mile delivery. *The International Review of Retail, Distribution and Consumer Research*, 29(3), 306-320. <https://doi.org/10.1080/09593969.2019.1598466>
- Yang, Z., Jun, M., & Peterson, R. T. (2004). Measuring customer perceived online service quality: Scale development and managerial implications. *International Journal of Operations & Production Management*, 24(11), 1149-1174. <https://doi.org/10.1108/01443570410563278>
- Yaqub, R. M. S., Azhar, M. S., Hameed, W. U., & Murad, M. (2022). Role of Web Design, E-Payment and E-Traceability with Mediating Role of Consumer Behavior to Develop Customer Satisfaction for Emerging Bricks and Clicks Business Model Trends in South Punjab. *Review of Education, Administration & Law*, 5(2), 123-135. <https://doi.org/10.47067/real.v5i2.224>
- Ying, S., Sindakis, S., Aggarwal, S., Chen, C., & Su, J. (2021). Managing big data in the retail industry of Singapore: Examining the impact on customer satisfaction and organizational performance. *European Management Journal*, 39(3), 390-400. <https://doi.org/10.1016/j.emj.2020.04.001>
- Zia, A. (2022). Discovering the linear relationship of service quality, satisfaction, attitude and loyalty for banks in Albaha, Saudi Arabia. *PSU Research Review*, 6(2), 90-104. <https://doi.org/10.1108/PRR-07-2020-0023>
- Živković, N., Glogovac, M. & Kovačević, B. (2019). Determining the quality of municipal services using SERVQUAL model, 108(*Senet*), 16–21. <https://doi.org/10.2991/senet-19.2019.4>

